

# Baltimore County Affordable Housing Conference

## Mixed-Income Developments

### **A Case Study: Monarch Mills**



- 35 Years Experience
- Own, develop and manage primarily in Mid-Atlantic and New England
  - Affordable Housing
  - Senior Living
- 79 properties currently owned and/or managed (9,500 units)
  - 31 Brightview communities (Market Rate Senior Housing)
  - 33 Park View communities (Affordable Senior Housing)
  - 15 Family communities (Mixed Income and Affordable Family Housing)
- Developed or Acquired 27 Conventional Apartment Communities (8,300 units)
- Approximately 2,500 employees

# Guilford Gardens – Before





# Guilford Gardens – Existing Site

- 18 Acre Site
- Owned by Howard County Housing Commission
- 100 Unit Low Income Rental Community - Occupied
- 30+ Years Old – Outdated
- Deferred Maintenance
- Cash Strapped
- In Need of Major Renovation and Change
- Isolation of Poverty



# The Vision – Creation of a “World Class Community”

- Zero Displacement
- Sustainable Design & Construction Practices
- Mixed Income
- Multi-Generational
- Amenity Rich
- Financially Sustainable





# Mixed Income + Multigenerational

- True mixed income community without segregation by income (not by building or floor)
- Rents range from \$385/month to \$2,075
- 269 total units
- 153 market
- 116 LIHTC (50 PBS8 & Partnership)
- 9 Garden Style buildings
- Senior building with elevator (45 units)





# Create an Identity and Sense of Place





# Architecture – Building Character





# Architecture – Building Character





# Site Design – Strategies + Objectives

Re-use the **existing** infrastructure





# Site Design – Strategies + Objectives

**Connect** to existing neighborhood





# Site Design – Strategies + Objectives

Connect to existing  
neighborhood





# Site Design – Strategies + Objectives

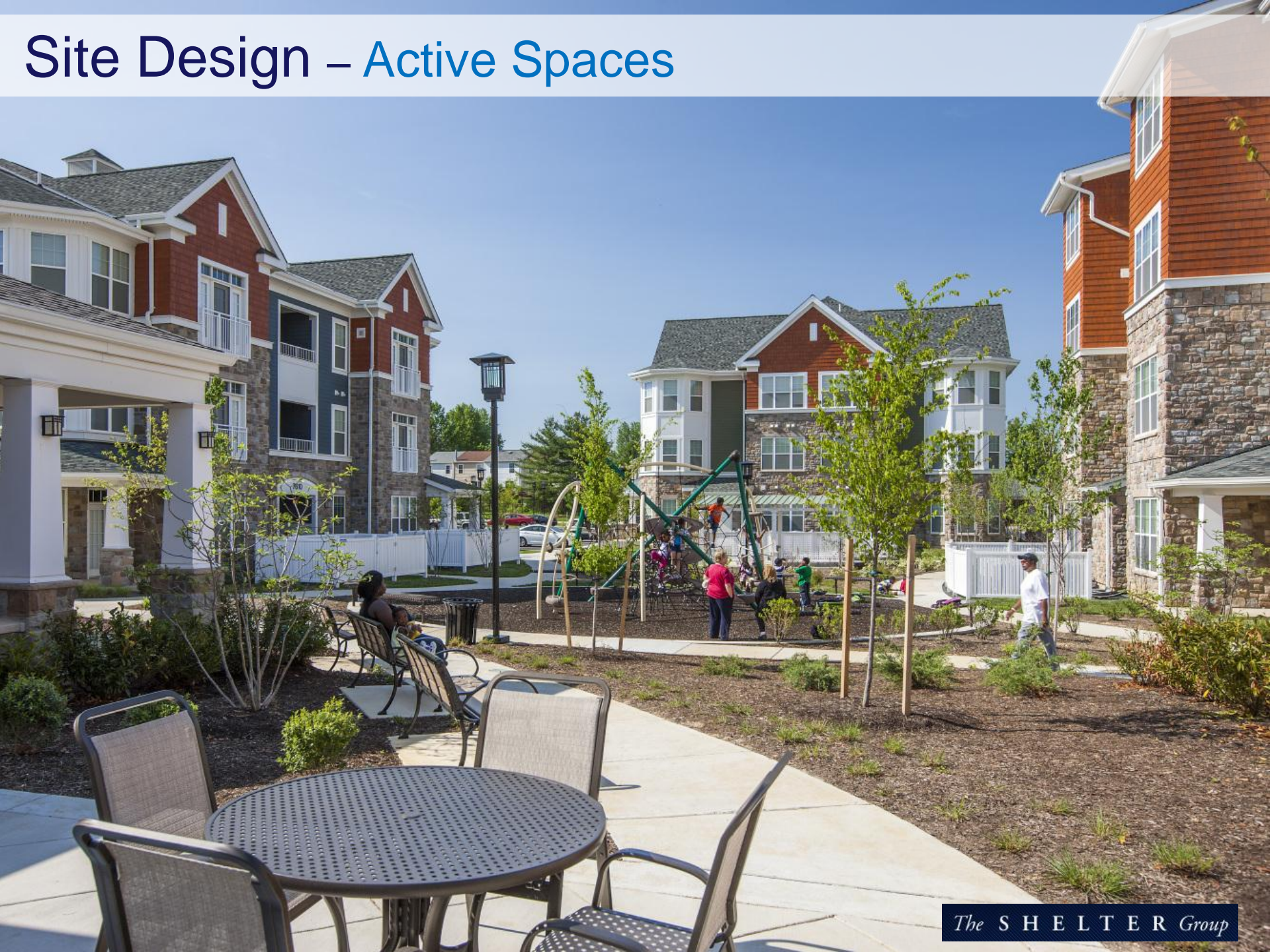
Create a **walkable** community

- Network of foot paths connecting homes and amenities
- Vehicle traffic and parking at perimeter





# Site Design – Active Spaces





# Site Amenities – Active Spaces





# Site Amenities – Passive Spaces





# Site Amenities – Green Spaces





# Site Amenities – Green Spaces





# Site Amenities – Indoor Spaces





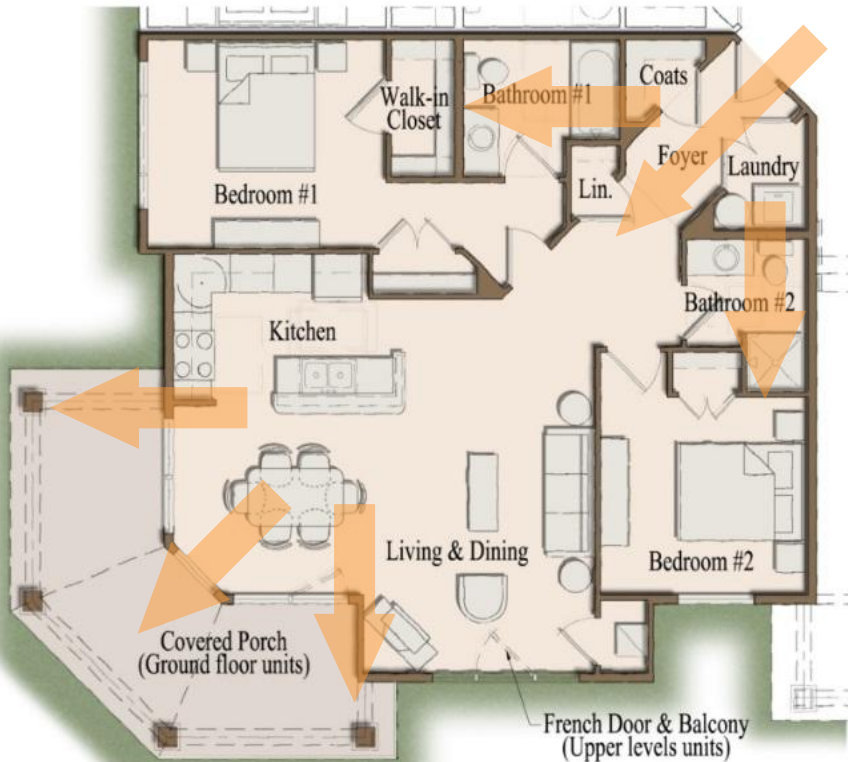
# Site Amenities – Indoor Spaces





# Architecture – Unit Layout

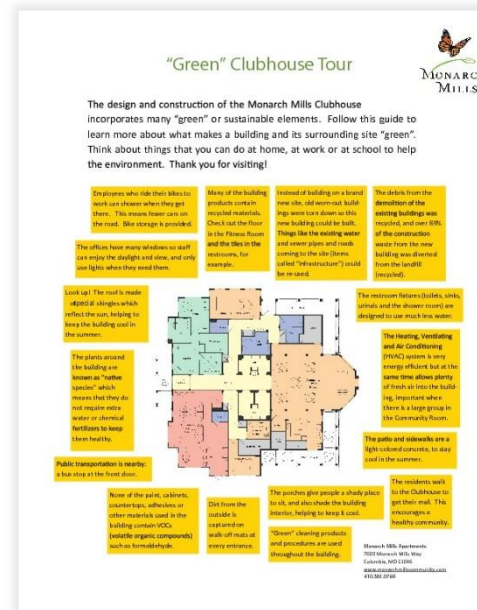
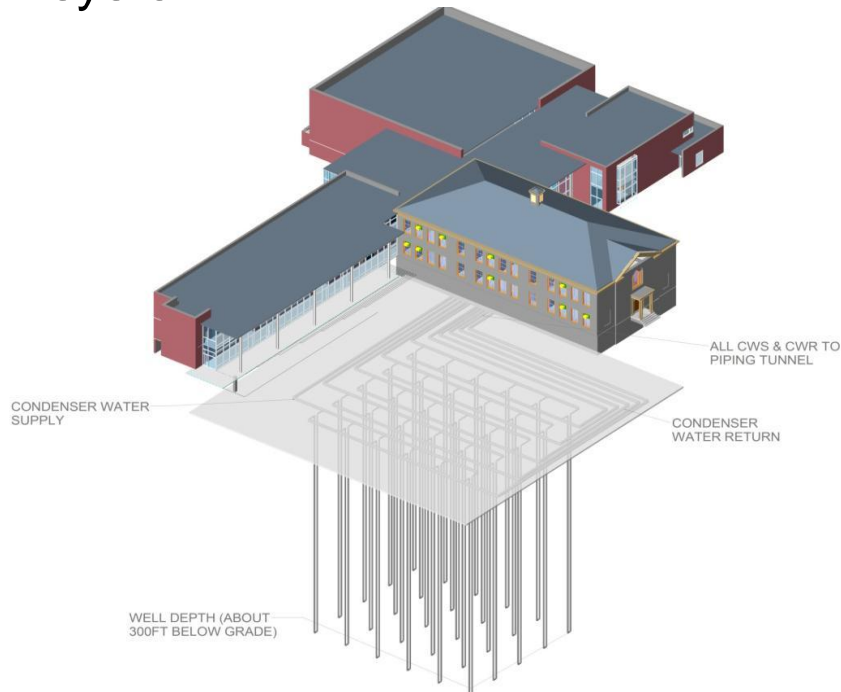
Open and Efficient





# Sustainability

- LEED Gold Clubhouse
- Green Communities Certified
- Geothermal system





# Financially Sustainable – Ownership Structure



**Owner:**

Monarch Mills LP  
(Howard County Housing)

**Developer:**

Shelter Development LLC

**Property Manager:**

Shelter Properties LLC

- Construction Completed March 31, 2012
- On Time/On Budget
- Stabilized Operations **Ahead of Proforma**
- Cashflow Exceeding Expectations



# HOW? – Public/Private Partnership



## Private Sector Participation - Benefits

- Development/Financial Capacity
- Nimble When Challenges Arise
- Shared Risk/Reward



# Financially Sustainable – Mixed Income/Layered Finance



1st Mortgage - HUD 221(d)4	\$ 25,900,000
CDA Partnership Rental Housing Funds	\$ 3,625,000
Howard County HOME Loan	\$ 1,740,000
CDA MEEHA Loan	\$ 259,315
MDE Grant ( <i>Rainwater Harvesting Project</i> )	\$ 145,170
9% LIHTC Equity	\$ 10,264,539
Developer Equity	<u>\$ 1,169,409</u>
 TOTAL SOURCES	 \$ 43,103,433



# Financially Sustainable – Resources

## Howard County

- Owns land
- Favorable Ground Lease
- PILOT

## Howard County Housing Commission

- Owns improvements
- \$0 acquisition
- HOME Loan
- Partnership Funds
- Interim Income





# Financially Sustainable – Partners

- Howard County Government
- Howard County Housing Commission
- Shelter Development
- Maryland Department of Housing and Community Development
- U.S. Department of Housing and Urban Development
- The Columbia Bank/Fulton Financial Corporation
- Maryland Energy Administration
- Maryland Department of the Environment

